

Statement of Work
Contract Number: EP-W-11-009
RFO Number: 0040

I. TITLE: Madison County, New York: Smart Growth Implementation Assistance Follow-Up and Finalization

II. PERIOD OF PERFORMANCE:

From: Date of Award through
To: 6 months after Date of Award

III. BACKGROUND:

This work assignment is designed as follow up work to complete a previous Smart Growth Implementation Assistance project in Madison County, New York. EPA has been working with Madison County, a rural county in upstate New York, through its Smart Growth Implementation Assistance program. The Madison County Department of Health and Planning requested that EPA, through this technical assistance program, help them create and apply a policy and code audit tool. When finalized, this tool will help their municipalities assess whether their comprehensive planning documents and land use regulations support smart growth development and identify potential changes in these documents that could bring them closer to that objective. This audit tool will also help communities beyond Madison County through EPA's Building Blocks for Sustainable Communities program, where it will serve as the 'homework' for communities undergoing Building Blocks workshops.

The vast majority of this project has been completed under EP-W-11-009 TO# 0021 - Madison County, New York: Smart Growth Implementation Assistance that expired in October of 2012. However, both the audit tool and subsequent final report delivered under TO# 0021, including two (2) case study examples, still need to be edited, refined and in some cases, further researched. There are approximately 70 existing comments on the report, and approximately 25 comments on each case study that will need to be addressed and/ or researched. Sample comments include:

-“Start here with a discussion of the environmental benefits of these approaches, for rural/small towns and for others. We have to have that upfront, and the economic benefits be secondary.”

-“This seems to be at a different scale than the rest of the items on this list. Is this equally as important as having a simple plan?”

- “Are community goals the same as the ‘key issues?’ this doesn’t come out as clearly in this document. What does the community really want?”

IV. PURPOSE AND OBJECTIVE:

The focus of this task order is to complete the policy and code audit template and the Smart Growth Implementation Assistance report for Madison County, New York that was started during a previous Task Order. Specifically, this task order will help EPA:

- Refine and complete a policy and code audit tool that municipalities in Madison County's—**and other rural municipalities across the country**—can use to assess whether their land use plans and regulations support smart growth development. Approximately 80% of this audit tool has already been completed, and it has been beta tested in Madison County;
- Refine and edit case studies demonstrating how similar rural communities have successfully updated their plans and regulations to achieve smart growth. These case studies have already been written and edited, but a final version must be refined with all EPA comments addressed;
- Refine and edit a final technical assistance report with lessons learned and smart growth options that Madison County and similar rural localities can consider implementing. A draft of this report has already been written and edited, but a final version must be refined with all EPA comments addressed—both comments to the existing draft, and comments that EPA will give after a refined draft is reviewed by EPA's copy editor.
- Create a draft of the policy and code audit that is appropriate for use in EPA's Building Blocks for Sustainable Communities technical assistance program. The "Small Cities and Rural Areas" building blocks tool currently uses an outdated policy and code audit as its 'homework.' EPA would like to instead use a version of the Madison County audit, in conjunction with the existing 'homework,' as the new 'homework' for the tool.

V. QUALITY ASSURANCE (QA) REQUIREMENTS

Check [] Yes if the following is required or [x] NO if the following is not required. The Contractor shall submit with their technical proposal a written Quality Assurance Project Plan for any project that is developing environmental measurements or a Quality Assurance Supplement to the Quality Management Plan for any project which generates environmental data using models.

The Task Order Project Officer (TOPO) will provide additional information here, if **Yes** is checked above.

VI. TASKS AND DELIVERABLES:

The TOPO will review all deliverables in draft form and provide revisions and/or comments to the contractor. The contractor shall prepare the final deliverables incorporating the TOPO's comments.

Contractor personnel shall at all times identify themselves as Contractor employees and shall not present themselves as EPA employees. Furthermore, they shall not represent the views of the U.S. Government, EPA, or its employees. In addition, the Contractor shall not engage in inherently governmental activities, including but not limited to actual determination of EPA policy and preparation of documents on EPA letterhead.

Task 1: Create Notional Schedule, Assess status of documents (Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The Contractor shall prepare a notional schedule at a minimum to include:

- The project management conference calls (not to exceed three (3) calls, each approximately one (1) hours in length) with the TOPO and Community Staff.
- Refinement and completion of the Audit Tool, final report and Case Studies as described in Tasks Two (2) and Three (3).

The initial project schedule shall be developed within 14 days of executing the task order. The schedule shall be updated as needed throughout the project.

As part of this task, the contractor shall familiarize themselves with current land use policy and regulatory documents created by Madison County, the city of Oneida, and the village of Chittenango. Familiarity with these documents will ensure that the final report and code audit is not duplicative of existing work, and thoroughly incorporates the research already conducted by Madison County (as highlighted in the documents listed below). These can include, but are not limited to:

- County health assessment and health improvement plan
- County Coordinated Public Transit- Human Services Transportation Plan
- County Economic Development Strategy (Draft)
- City of Oneida comprehensive plan, codes, and any other land use regulations
- City of Oneida Economic Development Strategic Plan
- Town of DeRuyter Land Use Regulations
- Village of Chittenango Codes
- Aging in place plans
- Solarize Madison and other renewable energy-related plans

These documents will be provided by EPA, courtesy of Madison County, after the contract has been awarded.

The contractor shall participate in at least one (1) conference call with the TOPO and Madison County (approximately one (1) hour in length). The purpose of the call is to discuss any status updates and new items that have occurred within the county since October 2012, and collect any new data that county staff may have for the project team.

Task 2: Refine the Policy and Code Audit Tool
[Shall happen in tandem with Task 3]

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

Based on existing EPA comments, the contractor shall refine the draft policy and code audit tool to identify specific sections of these documents for potential change, and provide policy examples and language that can guide those changes. This tool shall be applicable in rural communities and small towns of various sizes across the U.S., but shall be designed specifically for the towns and villages in Madison County. The tool contains a menu of policy areas. Communities can either use the whole tool, or just the sections that are most relevant to their priorities and contexts. For example, the very rural Madison County town of Brookfield might be most interested in land conservation, while the more populous city of Oneida might wish to look at transportation, downtown revitalization and other planning items.

The objectives of the audit tool are: to help rural planners and policymakers assess planning documents and codes; identify specific aspects of their plans and codes that could be changed; provide sample language and other resources that are relevant to their specific needs that they can draw from when amending their plans and codes; and to provide information about needed changes and possible solutions that they can use to educate the public about the short and long-term value of smart growth policies. Since rural communities often lack capacity and resources for visioning, planning, and regulatory change, user-friendliness is a critical quality of this tool. It shall be usable by any local government staff person or community leader who is not an expert in smart growth and who has little familiarity with local plans and codes.

The audit tool is not intended to grade a community's performance or compare one community to another, but rather to identify areas for improvement. As a result, a scoring system or way to tally up the responses shall not be included. However, the contractor shall suggest a way for the user to summarize or easily view the results and key areas for improvement at the end of the audit.

The audit tool includes an introduction section describing rural smart growth, the purpose and organization of the tool, instructions for its use, an example of how to fill it out, and how results shall be aggregated and interpreted.

As part of this task, the contractor shall participate in an initial call with the TOPO, approximately one (1) hour in length, to discuss details of the draft tool and address any initial questions they may have about the comments. The contractor will then provide a new draft version of the tool to the TOPO, responsive to EPA comments, within 24 calendar days of the call. The TOPO will provide comments to the contractor's draft within 24 days of receipt. Within 24 calendar days of receiving feedback from the EPA TOPO, the contractor will deliver a final tool that responds to all EPA comments. The final tool shall be submitted as a Word or fillable PDF document and should be formatted for publication and print. Throughout this task, the TOPO and contractor will participate in check-in calls when needed by either the contractor, to ask questions of the TOPO, or by the TOPO—not to exceed two (2) calls per week.

Task 3: Refine Final Report and Case Studies

[Shall happen in tandem with Task 2]

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

As a component of the final report, the contractor shall respond to all EPA and community comments (which involves some additional research) on the two (2) existing case studies for the Madison County report—Dryden, New York and Cheyenne, Wyoming. These case studies are fully drafted, but currently contain comments from EPA and Madison County that remain to be addressed. In addition, there will need to be further research conducted on the link between these case studies and environmental benefits of smart growth, as well as some additional introductory and concluding sections of the draft report. Specific comments include, but are not limited to:

- The organization of Mad Co report is a little off (too much early emphasis on Dryden/Cheyenne)
- It is unclear how Dryden and Cheyenne case studies (which are really quite good, and well-written) fit into the larger package. Are they freestanding documents? I know they are appendices, but how do they relate to the report, and do we want to make those ties more evident in the Mad Co report, and in the case studies themselves?
- Generally, all this needs a stronger environmental story to be told up front, and a reason why EPA would want to be involved.
- Mad Co also needs an executive summary, introduction, and conclusion.

These case studies will then be inserted into the final Smart Growth Implementation Assistance report (as an appendix), which is currently in draft form, having been previously reviewed by EPA and Madison County. The contractor shall revise the final report in response to all EPA and Madison County comments, some of which will require further research. The report will be presented to Madison County and posted on www.epa.gov/smartgrowth for other communities' reference. The final report shall describe what was learned through this project and how it can be applied in other rural communities.

The report is approximately 20 pages (excluding appendices) in length and includes the following information:

- Background on EPA's Smart Growth Implementation Assistance program
- Background on Madison County (development context, ongoing smart growth-related work, challenges and goals, objectives for this project)
- Description of work carried out for this project (development, testing, and refinement of audit tool; case study research and peer-to-peer exchange; site visits/workshops)
- Lessons learned about auditing policies and codes in rural communities
- How these lessons can be applied in other communities
- Direct implementation recommendations to help Madison County and municipal staff update comprehensive plans and zoning codes to match the community's vision

- Audit tool (as an appendix)
- Case studies (as an appendix)

As part of this task, the contractor shall participate in an initial call with the TOPO, approximately one (1) hour in length, to discuss details of the draft tool and address any initial questions they may have about the comments. The contractor will then provide a new draft version of the tool to the TOPO, responsive to EPA comments, within 24 calendar days of the call. The TOPO will provide comments to the contractor's draft within 24 days of receipt. Within 24 calendar days of receiving feedback from the EPA TOPO, the contractor will deliver a final tool that responds to all EPA comments. Throughout this task, the TOPO and contractor will participate in check-in calls when needed by either the contractor, to ask questions of the TOPO, or by the TOPO—not to exceed two (2) calls per week.

The final report shall be in plain English, 12 point font, Word format, and consistent with the format recommended by the EPA OSC style guide (see attachment).

Task 4: Modify Policy and Code Audit for EPA Building Blocks for Sustainable Communities Program

(Contract Reference: II.B. TECHNICAL ASSISTANCE Page 1-17 of 27)

The contractor shall modify the homework portion of the final policy and code audit for the 'Sustainable Strategies for Small Cities and Rural Areas' Building Blocks tool. The revised audit tool shall incorporate the work of the Madison County audit to create a richer and more detailed product. The contractor shall also incorporate the strategies outlined in the 11 sections of the Madison County audit into the Building Blocks PowerPoint slides.

Upon completion of the final audit tool, the contractor shall submit a draft of the new building blocks homework to the TO COR within 14 calendar days. Upon receiving comments from the TO COR, the contractor will submit a final draft of the homework within 7 calendar days.

DELIVERABLES:

	DELIVERABLE	FORM & QUANTITY	DUE DATE
Task 1	Schedule for Implementation	Excel Spreadsheet, updated regularly	Within 14 days of executing the task order
Tasks 1, 2, 3, 4	Participation in Regular Conference Calls, including kick-off call	10-20 calls (estimated 1 hour)	As required
Task 2	<ul style="list-style-type: none"> • Draft Policy and Code Audit 	Word document	<ul style="list-style-type: none"> • Within 24 calendar days of initial Task 2 call (EPA will

	<ul style="list-style-type: none"> • Final policy and code audit (after revisions) 		<p>provide comments to draft within 24 calendar days).</p> <ul style="list-style-type: none"> • Within 24 calendar days of receiving comments from the EPA.
Task 3	<ul style="list-style-type: none"> • Draft report and case studies • Final report and case studies (after revisions) 	Word document	<ul style="list-style-type: none"> • Within 24 calendar days of initial Task 2 call (EPA will provide comments to draft within 24 calendar days). • Within 24 calendar days of receiving comments from the EPA.
Task 4	<ul style="list-style-type: none"> • Draft building blocks 'homework' • Final building blocks 'homework' 	Word document	<ul style="list-style-type: none"> • Within 14 calendar days after submission of final audit tool (EPA will provide comments). • Within seven (7) calendar days of receipt of EPA comments.